

NIC #02026-84
29 March 1984

MEMORANDUM FOR: Executive Director

FROM : Chairman, National Intelligence Council

SUBJECT : Career Opportunity

1. This is in reference to your memorandum of 15 March concerning steps to be taken for redressing the imbalance with respect to women in senior, specifically supergrade, positions.

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There are no women supergrades in the NIC.

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2. "Doing something" to redress this lack of women in supergrade positions in the NIC is a two-fold problem. First, the NIC is a rotational service with essentially no career development path for any of its staff. Nearly all are on rotational assignments from other elements of CIA or the Intelligence Community. Thus, the opportunity to bring someone along and move them into a supergrade position is quite limited.

3. The second problem is that virtually all supergrade appointments within the National Intelligence Council are made personally by the Director or the DDCI; those they do not personally select, they must approve before appointment. A related problem for them is tied directly to the paucity of supergrade women throughout the Intelligence Community -- the pool of SIS-04 women with substantive responsibilities from which to draw for appointments to the NIC is exceptionally small. Moreover, it is my impression that women who have achieved a senior line management position in a substantive area would be reluctant to forego it for the perceived more limited responsibility of an NIO or assistant NIO.

4. In sum, I'm afraid that the best that the NIC can do is to insure that when openings occur at the supergrade level supergrade women within the Intelligence Community who are possible candidates are at least surfaced to the DCI or DDCI to allow for their consideration.


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Robert M. Gates

NIC #02026-84
29 March 1984

SUBJECT: Career Opportunity

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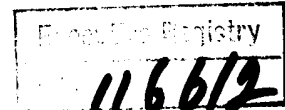
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TRANSMITTAL SLIP		DATE 15 MAR 1984
TO: Chairman, NIC		
ROOM NO.	BUILDING	
REMARKS: <div style="border: 1px solid black; width: 100px; height: 15px; margin: 10px auto;"></div> <p>called to ask the status of the NIC response to this.</p> <p>Would you like for me to have Del get something together?</p> <p>I have attached a copy of Mr. Kerr's response for DDI.</p>		
FROM: ExDir		
ROOM NO.	BUILDING	EXTENSION

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15 March 1984



MEMORANDUM FOR: Members, E Career Service Board
Chief, Planning Staff
Executive Secretary, O/DCI
Administrative Officer, O/DCI


SUBJECT: Career Opportunity

1. The DDCI, in memoranda to me dated 15 December 1983 and 12 March 1984, and in his address to Agency female employees in the auditorium last week, deplored the small percentage of women in senior, specifically supergrade, positions. He has asked that I submit a plan to him by 1 April for redressing the imbalance.

2. Neither he nor I intend any change in qualitative criteria for promotion to supergrade, nor do we seek a solution through quotas. I have no omniscience to apply to this issue. I do have the responses to a request I made to the Deputies a short time ago, reflecting current statistics and, to some degree, recent steps taken to address the problem.

3. There has, in my judgment, been some progress. But there are other steps that can be taken. I would like each of you to pick the brains of your folks to identify both immediate and longer range actions that could be taken. We've spoken of the assignment process as the major opportunity for demonstrating ability; nominations for quota course training, rotation to other agencies or directorates, appointment to career development panels or career development officer positions (including career panel executive secretariat), as well as to substantive or managerial task forces are some options.

4. Please give me your thoughts by Wednesday, 28 March.


Charles A. Briggs
Executive Director

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DDI- 02600/84

28 March 1984

MEMORANDUM FOR: Executive Director

FROM : Richard J. Kerr
Associate Deputy Director for Intelligence

SUBJECT : Career Opportunities for Women

REFERENCE : ExDir Memorandum on Career Opportunity, dated
15 March 1984

1. As you requested, we have taken another look at the career progression and opportunities for women in the DI. As you noted, there has been some progress. For the past three years, the DI has in general hired more women than men, and many of these women were hired for analytic positions. As a result, the number of women analysts and managers in the DI has grown faster during the past two years than the number of men in such positions (see attached charts and table). An increasing number of women are being sponsored to prestigious training courses and participating in leadership development programs. In that regard you should know that the DI employees sponsored this year to the Harvard Program for Senior Managers in Government, the FSI Executive Seminar in National and International Relations, and the Center for Creative Leadership's Workshop in Organizational Action were all women. Among the DI participants in the DCI Exceptional Analyst Program during the past two years, men and women have been equally represented. In addition, women comprised a greater proportion of the attendees at the Management Development Course, Program on Creative Management, and Mid-Career Course than they do in the ranks of senior DI analysts and managers. And women have shared in DI monetary awards and the DI Advanced Analyst Program roughly in proportion with their representation in the professional ranks.

2. Much more remains to be done. The growth in the number of women in the DI is generally the result of adding new employees at the lower grade levels, and the number of women in more senior positions remains relatively small. Women also make up a smaller share of the Category I and II population for grades GS-12 to GS-15 than they do in the general population for each grade--although in some cases the difference is slight (see table). And women still represent too small a share of the DI employees participating in the Supervision of Analysis Course, Senior Officer Development Course, Leadership Development Program, senior officer schools, rotational assignments to policymaking agencies, and overseas assignments.

3. Every effort will be made in the DI to increase the proportion of women in the analytic and managerial ranks and to increase the participation of women in career development opportunities. Directorate assignment and career panels will give increased attention to that end and to ensuring that women are being treated equitably in each DI office. The DI Minority Advisory Panel--as well as other DI panels such as those established to monitor issues pertaining to the recruiting and professional development of economists, military analysts, and intelligence assistants--will also be helpful in that regard. Through the efforts of panel members and others, all pertinent data are being systematically reviewed to help us identify where problems exist. For example, I've asked that the record for the past several years be reviewed to chart the progress made by new analysts and to determine if there are significant differences between the advancement recorded by women and men. I've also asked that a recent DI study on the causes of attrition be reexamined to determine if there are differences between the number of women and men who leave the Directorate or in the reasons given for doing so.

4. Such attention should ensure that women in the Directorate are being treated fairly, but additional effort is needed to increase the number of women in the DI. A more finely honed recruitment effort appears to be the answer. The DI has already taken some strides in that regard. For example, we are including women on our recruitment teams and have succeeded in encouraging more women to apply. As a result, roughly half of the economists who apply to the Agency are women. That accomplishment is especially noteworthy inasmuch as economics is not a discipline in which women have traditionally been well represented. The DI has also given more attention to women's colleges. Indeed, a woman from one of the regional offices accompanied a professional recruiter to two such schools last month. I believe that not only will the DI profit from such attention, but that the Agency would gain from a similar, but more comprehensive, effort.



Richard J. Kerr

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